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Annual overview report of the United Nations System Chief Executives Board for Coordination for 2003

Summary

The annual reports of the United Nations Chief Executives Board for Coordination (CEB) endeavour to provide a broad overview of developments in the interactions among the organizations of the United Nations system.

The scope of the present report has been extended to cover not only activities during 2003, but also the first CEB session of 2004. Member States will thus be informed of the latest developments at the inter-agency level and will be in a better position to give timely guidance.

The commitment of the system towards the realization of the goals and targets of the United Nations Millennium Declaration has remained the guiding framework for the work of CEB and its subsidiary structures. The themes around which the CEB agenda was framed in the period under consideration were selected in this perspective, and included strategies for the follow-up to the World Summit on Sustainable Development and the International Conference on Financing for Development; as well as curbing transnational crime; bridging the digital divide; HIV/AIDS and its linkages with food security and governance; system-wide support for Africa's development and the New Partnership for Africa's Development; and preventing armed conflict. The present report outlines the main outcomes of CEB's consideration of these issues.

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In the management area, the report outlines main developments at the inter-agency level concerning the security and safety of staff and the strengthening of the United Nations security system; the establishment of the Senior Management Service; the reactivation of the Finance and Budget Network and the strengthening of common services.

In relation to both the programme and the management area, the report endeavours to present progress as well as outstanding issues with regard to strengthening inter-agency coordination, in response to intergovernmental directives.

Introduction

1. The annual reports of the United Nations Chief Executives Board for Coordination (CEB) endeavour to provide a broad overview of developments in the interactions among the organizations of the United Nations system. Given the scale and scope of these interactions, the CEB overview reports, while striving to be comprehensive, must necessarily be selective. A major aim is to give Member States salient information on inter-agency coordination and its outcomes to assist them in providing continued policy guidance.

2. On the basis of dialogue with and guidance provided by the Economic and Social Council and the Committee for Programme and Coordination over the years, these reports have evolved both in regard to their content and format. In this context, two observations regarding the present report are noteworthy. First, the scope of the report has been extended to cover not only activities during 2003, but also the first CEB session of 2004. Member States will thus be informed of the latest developments at the inter-agency level and will be in a better position to give timely guidance.

3. Secondly, the present report attempts to respond to the requests from CPC for more "analysis" and "data or evidence on results or outcomes", as well as "more specific examples of actual accomplishments", and does so by focusing on issues that are currently most prominent on the agenda of CEB and its subsidiary bodies. Thus, annex I highlights programme-related accomplishments of CEB High-Level Committee on Programmes (HLCP) and annex II provides details on processes and outcomes in specific areas of sustainable development. It should, however, be reiterated here that inter-agency cooperation extends well beyond the specific issues that feature each year on the agenda of CEB and its main subsidiary bodies. Within the United Nations, for example, most of the documentation before the Economic and Social Council, its functional commissions and related bodies is now, by and large, the joint product of the work of the system. It is in these forums that achievements and results of inter-agency work in the many different areas of inter-agency engagement are assessed on an ongoing basis. Also, in the United Nations as well as in many of the agencies, programme budget documents are being sharpened to highlight results, including through inter-agency collaboration. And different initiatives are under way in the system to undertake results-oriented evaluations of global programmes. Thus, the CEB annual reports, given their overview character, can only complement, but certainly not exhaust the assessment of results achieved through inter-agency collaboration.

4. The renewal of inter-agency structures and collaborative working practices towards greater overall effectiveness and impact remains a principal objective of the Executive Heads members of CEB. The decisions taken by CEB towards enhancing its own functioning are now fully implemented. The more focused and results-oriented work programme on which its activities and those of its High-Level Committees are now based is leading to sharper and more concrete recommendations and guidelines for the actions to be taken by the organizations of the system collectively and individually. Also, the CEB secretariat is now operating entirely on the basis of cost-sharing, as reflected in the United Nations programme budget for the biennium 2004-2005. In several specific areas of activities, from water to energy, new or reinforced collaborative networks have been created or are being set up. In addition to strengthening system-wide collaboration, they also

provide mechanisms for reaching out and engaging other stakeholders. While these networks are intended to operate in a flexible manner, adapted to the specific requirements of each area, the CEB secretariat assists the CEB and its High-Level Committees in ensuring that all these processes remain on track, lead to concrete products and are effectively followed up, facilitate information-sharing in a meaningful and productive manner, detect obstacles to collaboration and remove them, and ensure that opportunities are not missed to build synergies for greater impact.

5. The commitment of the system towards the realization of the goals and targets of the United Nations Millennium Declaration has remained the guiding framework for the work of CEB and its subsidiary structures during the period under review. The overriding aim, within that framework, remains to harness the system's contribution towards poverty eradication, and to ensure that the wide range of the system's activities and interventions to promote growth, productive employment and social development are mutually reinforcing. The themes around which the CEB agenda was framed in the period under consideration were selected in this perspective, and included strategies for sustainable development in the context of the follow-up to the World Summit on Sustainable Development; the International Conference on Financing for Development; curbing transnational crime; bridging the digital divide; HIV/AIDS and its linkages with food security and governance; system-wide support for Africa's development and the New Partnership for Africa's Development; and preventing armed conflict. These were each pursued on their own merits, but were, at the same time, guided by the Secretary-General's road map report on the implementation of the Millennium Summit (A/56/326), as building blocks to contribute to the 2005 comprehensive review by the General Assembly of the implementation of the Millennium Declaration.

6. On the management side, an urgent common concern during the period under review has been the security and safety of staff and the strengthening of the United Nations security system. Other areas of focus in providing common managerial guidance to the administration of the common system included the establishment of the Senior Management Service, the reactivation of the Finance and Budget Network and the strengthening of common services. The issue of information and communication technology also continues to be given focused attention in both the High-Level Committee on Management and the High-Level Committee on Programmes.

7. Across specific items on the CEB agenda, the Executive Heads continued, during the period under consideration, their reflections on the way ahead for the system to help renew Member States' commitment to multilateralism, and, to that end, enhance the system's capacity to deliver and strengthen support for its role. These reflections are contributing to further reinforcing the system's overall commitment to policy, programme and operational coherence, and to shaping a common culture and a sense of common purpose to guide inter-agency work.

I. Follow-up to the Millennium Summit

8. CEB continued to focus its efforts on ensuring coherent and coordinated implementation of the Millennium Declaration by the United Nations system. In 2003, it gave special attention to two themes, namely, "strategies for sustainable

development" and "financing for development" and, at its April 2004 session, focused on the theme of "curbing transnational crime".

9. The deliberations of CEB on these issues are intended to ensure that the process of reporting on the follow-up to the Millennium Declaration reflects a system-wide perspective. Beyond reporting itself, CEB seeks to contribute a set of common action strategies to help guide the contribution of United Nations organizations and the inter-agency system to the follow-up to the Millennium Summit.

10. At the same time, intensive work is under way, under the aegis of the High-Level Committee on Programmes, to shape a system-wide contribution to the first comprehensive review of the implementation of the Millennium Declaration to be undertaken by the General Assembly in 2005. The intent is to highlight how the United Nations system is coming together in support of Member States in respect of the different, interlinked areas covered by the Declaration, and to contribute a system-wide assessment of achievements and obstacles, and of the way forward. In shaping this contribution, full advantage is being taken of the extensive inter-agency work under way in connection with the various components of the system "core strategy for the Millennium Development Goals" outlined in previous CEB reports, i.e., Millennium Development Goal monitoring and reporting, the Millennium Project, the Millennium Campaign, and operational support at the country level.

A. Strategies for sustainable development: follow-up to the World Summit on Sustainable Development

11. The deliberations of CEB on the follow-up to the World Summit on Sustainable Development focused on the identification of the challenges facing the system in contributing to the implementation of the outcomes of the Summit, establishing guidelines for promoting coherent and commensurate United Nations-system responses at the operational level, and developing inter-agency mechanisms to replace or redesign the task manager system in key areas of the follow-up to the Summit.

12. Within that context, CEB highlighted a number of broad principles to guide the elaboration of inter-agency collaborative arrangements for an effective and integrated follow-up to World Summit on Sustainable Development. These included focusing on implementation at all levels (global, regional, and national); pursuing the follow-up to the Summit within the overall context of summit/conference follow-up processes; and gearing inter-agency work so as to maximize support for the two-year "implementation cycles" adopted by the Commission for Sustainable Development.

13. In the light of these principles, **CEB took steps through its High-Level Committee on Programmes (HLCP) to establish or strengthen inter-agency collaborative arrangements in the key areas of freshwater, water and sanitation, energy, oceans and coastal areas, and patterns of consumption and production.** Specific actions taken included the following:

(a) UN-Water was confirmed as the inter-agency mechanism for the follow-up of the World Summit on Sustainable Development water-related decisions and the Millennium Development Goals concerning freshwater. The terms of reference

and modalities of work of UN-Water, currently being finalized, cover the elements of a detailed inter-agency plan for addressing water as well as sanitation issues, and include mechanisms for interacting with non-United Nations system stakeholders;

(b) Actions to strengthen inter-agency support for the International Strategy for Disaster Reduction, including in particular its related programmes for mitigating the effects of extreme water-related events;

(c) The setting-up, in follow-up to the Johannesburg Plan of Implementation and General Assembly resolution 57/141 of 12 December 2002, of an inter-agency mechanism, UN-Oceans, to ensure effective information-sharing and enhance coherence in the system's policies and wide spectrum of activities relating to oceans and coastal areas;

(d) CEB's endorsement of the 10-year Framework on changing unsustainable patterns of consumption and production developed in the context of the Marrakech Process as the basis for inter-agency collaboration;

(e) The setting-up of UN-Energy, as a new system-wide collaborative mechanism to address the energy-related aspects of the World Summit on Sustainable Development.

14. Full information on inter-agency arrangements for the follow-up to the World Summit on Sustainable Development has been detailed in a report submitted by the Secretary-General at the twelfth session of the Commission on Sustainable Development (E/CN.17/2004/3). Examples of inter-agency collaboration in Summit-related areas are shown in annex II to the present report.

B. Financing for development

15. Following the Economic and Social Council High-Level Meeting with the Bretton Woods institutions and the World Trade Organization in April 2003 and the first General Assembly High-Level Dialogue on Financing for Development, held in October 2003, a follow-up to the Monterrey Conference, CEB resumed its consideration of the response of the system to the Conference, and of ways to maximize its contribution to progress in the implementation of the Monterrey Consensus in all the interrelated areas covered by it: strengthening the capacity of developing countries to mobilize domestic financial resources; stimulating international private resource flows; integration of the interests and concerns of developing and transition economies into the multilateral trading system; promoting international cooperation for development and external debt; and addressing systemic issues through the intergovernmental and inter-secretariat mechanisms designed in Monterrey. CEB members recognized the important role of the process of financing for development in advancing policy coherence within the system and reiterated their commitment to take individual and collective action to further such coherence in support of the goals of the Conference.

16. In assessing the overall state of implementation of the Monterrey Consensus, CEB reiterated that developed countries need to do much more to deliver on their commitments, while developing countries should continue to make progress in creating an enabling environment for their own development. It considered that **the contribution of CEB to the effective follow-up to financing for development would continue to focus on advocacy and on strengthening collective**

approaches to policy advice and programme delivery at all levels, but especially at the country level. CEB will actively pursue the follow-up to Monterrey in the overall context of the integrated follow-up to United Nations conferences and summits, particularly the Millennium Summit.

17. In support of this effort, HLCP will maintain an overview of trends and developments in the implementation of the Monterrey Consensus, including by developing a data-based, state-of-play analysis of resource flows. In the same context, HLCP initiated a study of special funds within and outside the United Nations system and their implications for coherence in this area and on resource flows for development.

C. Curbing transnational crime

18. At its spring 2004 session, CEB also addressed the issue of curbing transnational crime, one of the themes highlighted in the Secretary-General's road map report to the General Assembly on the implementation of the Millennium Declaration. The rise of criminal networks in the wake of globalization and the link between transnational crime and terrorism underscore the urgent need for a concerted and coordinated response by the United Nations system. Significant shifts have taken place in recent years, with organized crime increasingly taking on global proportions. These shifts are increasingly evident in the illicit trafficking of human beings, drugs, arms, cultural artefacts, flora and fauna, human organs, toxic chemicals and hazardous waste, in which organized criminal networks play a major role. As a result, measures to curb these activities need to be global as well as cross-sectoral.

19. CEB reviewed the impact of transnational crime in the three critical areas covered by the Millennium Declaration — peace and security; development; and human rights, democracy and governance — and identified a number of actions that would form part of a strategic system-wide response to organized crime. The system-wide strategy builds on the work and expertise of the relevant agencies and on recent progress in achieving a global consensus on curbing organized crime and corruption, including the entry into force of the United Nations Convention against Transnational Organized Crime with its three Protocols against trafficking of human beings, smuggling of migrants and trafficking in firearms, as well as the adoption by the General Assembly in its resolution 58/4 of 31 October 2003 of the first comprehensive United Nations Convention against Corruption.

20. The United Nations system itself is already engaged in a wide range of activities to counter and curb transnational crime through technical assistance and specialized training for police officers, customs officials and the judiciary, as well as collaboration in networks and partnerships with Interpol and other organizations committed to crime control and to combating money-laundering. The United Nations system also plays an important role in dealing with egregious violations of human rights brought about by criminal activity, primarily affecting women and children, through both advocacy and support of government actions and programmes, including at the local level.

21. **CEB agreed on a series of measures for immediate implementation as well as a number of broader interventions to be undertaken in the short and medium term by the concerned United Nations organizations, in accordance**

with their respective mandates, to build an effective inter-agency response to curbing transnational crime. Measures for immediate implementation include: (a) a review by the relevant agencies of the implications of the links between ongoing conflicts and organized crime; (b) actions to be pursued by the organizations and agencies participating in the Geneva Migration Group, involving collaborative interventions to counter the trafficking in human beings and the smuggling of migrants, including responding to the trafficking victims' vulnerability to HIV/AIDS; (c) the launch of multi-agency assessments to determine the extent of involvement of organized criminal activity in the trafficking of illicit commodities, including small arms and light weapons in conflict zones; nuclear and other radioactive materials as well as biological- and chemical-weapon relevant materials; endangered species; ozone-depleting substances and other commodities outlawed under multilateral environmental agreements; and cultural property; and (d) an urgent assessment, drawing on the resources of the relevant agencies, to be conducted on the extent of HIV/AIDS in prisons.

22. Measures identified for implementation in the short and medium term include advocacy to promote the ratification of relevant legal instruments such as the United Nations Convention against Transnational Organized Crime, the United Nations Convention against Corruption, and other Conventions addressing organized criminal activities in various fields; the further elaboration of a United Nations system-wide strategic response to organized crime accompanied by a multi-year action plan for implementation, including a programme for technical cooperation; further analyses of the impact of transnational crime in the different areas addressed by the organizations of the system and covered by the Millennium Declaration; a strengthening of mechanisms for sharing best practices in countering organized crime; and measures to strengthen inter-agency support for the work of the Commission on Crime Prevention and Criminal Justice and the eleventh Congress on Crime Prevention and Criminal Justice, to be held in Bangkok in April 2005. The United Nations Development Group was asked to consider, as part of its annual work programme, the inclusion of issues relating to organized crime and corruption in programme planning mechanisms, including in the Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF).

23. The United Nations Office on Drugs and Crime, as the lead body for follow-up to the above CEB decisions, is proceeding to set up clusters of interested organizations to ensure timely actions for their effective implementation.

D. Bridging the digital divide

24. Another theme highlighted in the Secretary-General's road map report on the implementation of the Millennium Declaration which CEB took up at its spring 2004 session was the issue of bridging the digital divide.

25. CEB will have a full discussion on this issue at its fall 2004 session on the basis of preparatory work by HLCP. Meanwhile, it took the opportunity of its spring 2004 session to carry out an initial review of the outcome of the first phase of the World Summit on the Information Society, focusing on its implications for the United Nations system.

26. **CEB considered the first phase of the Summit a success and stressed the importance of moving ahead with the implementation of the Plan of Action**

adopted at Geneva, collectively addressing the major challenges it had posed. It noted that extensive work is under way in the system to support the efforts of developing countries to redress their unequal access to information and communication technologies, through training and education, capacity-building, improving connectivity and e-readiness as well as strengthening information technology infrastructures. The World Summit on the Information Society process is serving to impart renewed momentum and common direction to this work, thus contributing to enhancing its overall effectiveness and impact. In the same context, CEB was apprised of the actions being taken by the Secretary-General to pursue the implementation of the recommendations addressed by the Geneva Summit with regard to the key issues of Internet governance and funding mechanisms to bridge the digital divide.

II. HIV/AIDS and its linkages with food security and governance

27. CEB has been addressing various aspects of the AIDS crisis for several years. During the past year, a major focus of CEB attention has been the multiple challenges posed by the AIDS pandemic on the erosion of productive capacity in the affected countries and its severe consequences for agricultural production as well as institutions and public services. The projected 10 to 30 per cent reduction of the labour force by 2020 in high-prevalence countries, with the brunt falling on the public sector — typically the largest employer — is particularly telling of the serious threat to public institutional capacity and on the ability of the affected States to ensure effective governance. Food insecurity and deepening poverty are, in turn, exacerbating the more rapid spread of the AIDS pandemic, while erosion of institutional capacity, especially in rural areas, is debilitating the capacity of many countries to deal effectively with the pandemic and to strengthen food production capacity.

28. As part of its effort to mobilize commitment and action by the United Nations system to address the multiple challenges of the AIDS pandemic, **CEB established, in 2003, an ad hoc inter-agency task group, led by the World Food Programme and the UNAIDS secretariat, to analyse the interlinkages between HIV/AIDS, food security and governance and recommend a set of measures to meet the triple crisis.** Calling for a paradigm shift, the task group developed a coherent policy and programming approach to guide the United Nations system in collectively addressing the triple crisis, particularly in eastern and southern Africa. Five fundamental areas were identified in which a scaled-up United Nations system response was required: (a) placing households and communities at the centre of programming and assessment; (b) simultaneous humanitarian and development action; (c) accelerated capacity development; (d) scaling-up women's programming; and (e) adopting a livelihoods approach to combating AIDS at the household and community levels.

29. **The recommendations of the task group, as endorsed by CEB, include a set of programmatic and institutional measures for implementation by the organizations of the system.** United Nations country teams, in collaboration with Governments, have been called upon to review CCAs and UNDAFs to ensure that United Nations resources are focused, as appropriate, to supporting programmes

aimed at combating HIV/AIDS, and United Nations Theme Groups on AIDS have been encouraged to prepare joint implementation support plans and report periodically on their execution. The United Nations Development Group, in coordination with the Inter-Agency Standing Committee and in consultation with the Regional Inter-Agency Coordination and Support Office, is taking the lead in the follow-up process and in keeping CEB informed about progress in implementing the set of actions agreed upon to address the triple crisis.

30. CEB has called on its members to provide the necessary support to carry out the measures recommended by the Task Group; to make every effort to increase financial investments in country-level actions directed at HIV/AIDS in southern and eastern Africa; and to draw on the system-wide approach to the triple crisis as a tool for advocacy and communication, and as a guide for action by their respective country representatives and by United Nations country teams in areas where AIDS threatens.

31. **Following CEB's decisions, the Administrator of UNDP, in his capacity as Chairman of the United Nations Development Group, is now leading the process for ensuring their implementation at the country level, first and foremost through United Nations representatives in countries of the Southern African Development Community where special focal points have been established to work closely with the UNAIDS secretariat and WFP.** Implementation, monitoring and follow-up action were discussed at the meeting of the UNAIDS Committee of Co-Sponsoring Organizations held in Zambia in March 2004. The meeting endorsed the relevant United Nations Development Group instructions to United Nations country teams; and launched an assessment of United Nations country team capacities to pursue their implementation. Joint missions will review the recommendations and decisions of the CEB with each of the United Nations country teams and make proposals on how best to support the teams, including the mobilization of resources to meet capacity gaps (of United Nations and national partners); the development of special pilot initiatives; and the organization of regional reporting on progress.

III. System-wide support for Africa's development and the New Partnership for Africa's Development

32. **CEB continued to accord high priority to ensuring effective and coordinated United Nations-system support for the sustainable development of Africa, particularly the New Partnership for Africa's Development, and to maintain, particularly through HLCP, policy oversight and providing broad guidance to the organizations of the system in support of the Plan.** As recalled in previous reports, five inter-agency thematic clusters (infrastructure development; governance, peace and security; agriculture, trade and market access; environment, population and urbanization and human resource development/employment and HIV/AIDS) were established in the context of the regional consultations on the Plan, led by ECA, to serve as the main instrument for consolidating United Nations-system support. A new cluster on science and technology has now been added.

33. While significant progress is being achieved through these arrangements, participants in the thematic clusters have identified several areas where programme synergies could be further strengthened. In addition, more effective modalities need

to be devised to effectively mainstream cross-cutting issues such as HIV/AIDS, gender and human rights into all clusters activities. There is also a need for the United Nations system to further enhance its collective contribution to strengthening regional capacities, particularly those of the regional economic communities, the African Union Commission and the New Partnership for Africa's Development secretariat. Moreover, the regional consultative mechanism itself needs to make a renewed effort to further clarify the roles and responsibilities of the various agencies operating at the regional and subregional levels in Africa, in order to avoid duplication and ensure greater complementarity of efforts. **CEB intends to devote one of its forthcoming sessions to an in-depth review of United Nations-system support for African development, focusing, inter alia, on the above issues.**

IV. Preventing armed conflicts

34. **The issue of conflict prevention is currently being given renewed attention at the inter-agency level, particularly in the context of the follow-up to General Assembly resolution 57/337**, of 3 July 2003, in which the Assembly called for a detailed review of the United Nations system's capacity for conflict prevention; the identification of the proper framework for the elaboration of coherent and action-oriented strategies; rationalization of the funding procedures for the prevention of armed conflict; and the enhancement of Secretariat support for strengthening cooperation between the United Nations and regional organizations. CEB fully concurs with the emphasis placed in the resolution on the need for comprehensive responses by the United Nations system that would ensure mutual reinforcement in the political/peacekeeping/peace-building and development areas of the system's work.

35. Ongoing inter-agency discussions have emphasized the need to further build a sound analytical base for understanding the conditions that lead to armed conflict, as an essential condition for identifying the most effective ways by which the collective strengths of the system could be harnessed for conflict prevention. Channelling the insights accumulated by field staff into these analytical processes is especially important in strengthening the United Nations system's capacity for early warning and contingency planning.

36. While each situation requires an individual approach geared to its particular circumstances, a considerable body of experience in conflict prevention is now available to the system, from which common lessons could be learned. Drawing on this experience, guidelines for integrating conflict prevention approaches have now been drawn up for consideration by the Resident Coordinator system.

37. On the whole, steady progress is being made in bringing organizations of the system together to work on conflict prevention. HLCP has initiated a process for ensuring a wider system-wide involvement in the Interdepartmental Resource Group led by the Department for Political Affairs of the Secretariat. Increasingly, the system is adopting multidimensional, country-based approaches to conflict prevention and post-conflict reconstruction, based on comprehensive assessments of the country's particular circumstances and needs. The case of Liberia, where a single mechanism has been put in place to integrate inputs from all relevant parties, is a telling example of the progress being made by the organizations of the system,

including the Bretton Woods institutions, to integrate conflict prevention and reconstruction and development planning processes.

38. **HLCP will work with the Inter-Departmental Resource Group to further sharpen a system-wide perspective on the collective contribution that United Nations organizations can make in strengthening conflict prevention approaches and their impact**, which will be reflected in the contribution of CEB to the 2005 review of the implementation of the Millennium Declaration.

V. Inter-agency collaboration in the area of management

A. Security and safety of staff

39. A main concern of the system during the period under review has been to ensure that, in the aftermath of the tragic events in Baghdad in August and September 2003, the organizations of the system take urgent measures to strengthen system-wide security policies and infrastructures. The findings and recommendations of independent panels commissioned by the Secretary-General, as well as internal reviews have all confirmed the need to significantly tighten security measures throughout the system. Executive Heads have been urged to instruct their field staff to take security concerns with the utmost seriousness, fully cooperate in inter-agency security management measures, and pursue vigorously security issues at various headquarters locations, including in the context of headquarters agreements.

40. In the light of the above findings and recommendations, **CEB, through the High-Level Committee on Management (HLCM), endorsed and/or agreed to reinforce a number of system-wide initiatives covering**:

- Risk and threat assessments — consisting of in-depth reviews of the security systems in place in each country, to be conducted by the Office of the United Nations Security Coordinator in close collaboration with the entire security apparatus of the United Nations system, with a view to strengthening measures against security threats and risks
- United Nations premises, accommodation and movement control — including a review of policies regarding common premises in the light of the new realities, and a re-examination by each Designated Official and Security Management Team of all the appropriateness of their premises given their particular security context
- Other concerns — such as security at headquarters locations, accountability, security for women, air travel safety (through ICAO's Global Strategy for Strengthening Aviation Security adopted in 2002) and consideration of the institution of United Nations Guard Contingents to provide security for personnel in high-risk areas.

41. As an integral part of the Minimum Operating Security Standards, a self-administered learning course entitled "Basic Security in the Field: Staff Safety, Health and Welfare", available in CD-ROM, has been introduced, and is now mandatory for all staff before undertaking official travel. It is a concrete example of successful inter-agency collaboration, steered by the Office of the United Nations

High Commissioner for Refugees, with the support of the Office of the United Nations Security Coordinator and of experts from several United Nations programmes and agencies.

42. During the period under review, CEB also continued to monitor, through HLCM, the development of emergency preparedness plans by the organizations of the system and the sharing of knowledge among them. A comprehensive review of progress in this work is planned to be undertaken during 2004.

B. Human resources management issues

43. CEB continued to provide oversight, through HLCM and its Human Resource Network, of staff management policies and practices within the system, with a view to contributing both to their renewal and their harmonization. Issues covered included the recognition of national legislation in the determination of personal status for purposes of entitlements; the further development of performance management systems; the review of various aspects of contractual arrangements; the introduction of paternity leave; the simplification of entitlements; and initiatives to support staff and dependants living with HIV/AIDS.

44. **An important initiative, approved by CEB at its spring session 2004, on the recommendation of HLCM, concerns the establishment of the Senior Management Service**, intended as a key, new instrument geared to strengthening managerial and leadership capacity to improve overall organizational performance throughout the system, building a common corporate culture, facilitating devolution of responsibilities, enhancing inter-agency cohesion and coordination, promoting increased mobility and learning and professionalizing managerial functions across the system's organizations. The United Nations system Staff College is currently reviewing its work programme to maximize support for this initiative, which is central to its mandate.

45. In addressing management issues, CEB has continued to draw upon its dialogue with representatives of staff bodies and the Chairman of the International Civil Service Commission.

C. Finance and budget issues

46. **HLCM, on behalf of CEB, is giving renewed attention to the elaboration of a more pro-active inter-agency work programme in the financial and budgetary areas, to be pursued by its Finance and Budget Network.** The main issues on the Network's work programme include updating United Nations accounting standards using international public sector accounting standards, policies on support costs, fraud prevention, electronic inter-agency payments and cash management. The Network will also continue to review jointly financed budgets.

D. Information and communication technology issues

47. Information and communication technology (ICT) issues have continued to grow in importance in the overall effort to promote greater system-wide cohesion and effectiveness. **During the period under review, CEB continued to provide,**

through HLCM, oversight and policy guidance to a number of ICT-related projects, designed to strengthen channels of communication and sharing of information among the organizations of the system and their stakeholders. Items being given particular attention in the current work programme of the HLCM ICT Network include the issue of information security; the development of common approaches and methodologies for costing ICT expenditures, in order to arrive at a common understanding of non-discretionary and discretionary ICT resources; and the exchange of information on hardware replacement policies. Both within organizations and at the inter-agency level, a special effort is being made to foster closer interaction between ICT managers on the one hand, and strategic planners and programme managers on the other, with a view to arriving at comprehensive ICT strategies that can effectively advance the main substantive priorities guiding the system.

VI. Assistance to countries invoking Article 50 of the Charter of the United Nations

48. Since the submission of the annual overview report of 2002 (E/2003/55) detailing previous reports on assistance to countries invoking Article 50 of the Charter of the United Nations, the Secretary-General has submitted a further report on economic assistance to the Eastern European States affected by the developments in the Balkans (A/58/358 and Corr.1). That report concluded that the reconstruction and recovery process in the region continued to advance and noted that capacity- and institution-building rather than emergency relief initiatives had become the centrepiece of both bilateral and multilateral assistance, in accordance with the changing needs of the affected countries as they moved towards economic, social and political stabilization. The relevant components of the United Nations system, including the international financial institutions, focused on infrastructure development, environmental protection, rural development, curbing trafficking in human beings, macroeconomic and financial stability, trade, investment and private-sector promotion. The Secretary-General also submitted another report on the implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions (A/58/346).

49. The General Assembly, in its resolution 58/80 of 9 December 2003 on the implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions, took note of the most recent report of the Secretary-General (A/58/346) and requested him to pursue the implementation of Assembly resolutions 50/51, 51/208, 52/162, 53/107, 54/107, 55/157, 56/87 and 57/25, and to ensure that the competent units within the Secretariat developed the adequate capacity and appropriate modalities, technical procedures and guidelines to continue, on a regular basis, to collate and coordinate information about international assistance available to third States affected by the implementation of sanctions, to continue developing a possible methodology for assessing the adverse consequences actually incurred by third States and to explore innovative and practical measures of assistance to the affected third States.

50. In the same resolution, the General Assembly reaffirmed the important role of the Assembly, the Economic and Social Council and CPC in mobilizing and monitoring the economic assistance efforts of the international community and the

United Nations system on behalf of States confronted with special economic problems arising from the carrying out of preventive or enforcement measures imposed by the Security Council and in identifying solutions to the special economic problems of those States. The Assembly also took note of the decision of the Economic and Social Council, in its resolution 2000/32 of 28 July 2000, to continue its consideration of the question of assistance to third States affected by the application of sanctions, and decided to transmit the most recent report of the Secretary-General on the matter to the Council at its substantive session of 2004. In the same resolution, the Assembly invited the organizations of the United Nations system, international financial institutions, other international and regional organizations and Member States to address more specifically and directly, where appropriate, the special economic problems of third States affected by sanctions imposed under Chapter VII of the Charter and, for that purpose, to consider improving procedures for consultations to maintain a constructive dialogue with such States, including through regular and frequent meetings as well as, where appropriate, special meetings between the affected third States and the donor community, with the participation of United Nations agencies and other international organizations.

51. The relevant components of the United Nations system and related organizations, including the international financial institutions, remain committed to responding positively to requests for assistance to States confronted with special economic problems as a result of implementing preventive or enforcement measures imposed by the Security Council.

Annex I

Outcomes of CEB/HLCP work in the programme area, 2003/2004

Issue	*Outcomes*
1. Follow-up to the Millennium Summit	CEB members drew on the 2003 road map report of the Secretary-General to the General Assembly (resolution 55/162 and 56/95) to promote coordinated follow-up by the system of the Millennium Declaration, focusing in particular on the themes, "strategies for sustainable development" and "financing for development".
(a) Strategies for sustainable development	CEB adopted a common approach to system-wide follow-up to the World Summit on Sustainable Development with a renewed focus on implementation. The system-wide strategy emphasized the following elements: coherence and consistency — at the operational, regional and global levels — and strong linkages among these levels; country ownership of the follow-up process, coordination support for capacity-building and full use of existing country-level mechanisms; a focus on sustainability and productivity and on natural resources as the engine for sustainable growth; greater attention to the regional dimensions of World Summit on Sustainable Development follow-up; implementation of the Johannesburg Plan of Implementation to be linked to the broader processes of integrated follow-up to United Nations conferences and summits, particularly the Millennium Summit; and HLCP to assist in identifying ways of streamlining parallel processes and duplicative reporting. Inter-agency collaborative arrangements for the follow-up to the World Summit on Sustainable Development in the areas of freshwater, water and sanitation, energy, oceans and coastal areas and patterns of consumption and production were established and/or strengthened, as follows: – UN-Water was confirmed as the inter-agency mechanism for follow-up to the World Summit on Sustainable Development water-related decisions and the Millennium Development Goals concerning freshwater; UN-Water was also requested to prepare a detailed plan for addressing water and sanitation issues; – The International Strategy for Disaster Reduction (ISDR) to address progress achieved in developing programmes for mitigating the effects of extreme water-related events; – An Oceans and Coastal Areas Network (UN-OCEANs) was established as called for in the Johannesburg Plan of Implementation and in General Assembly resolution 57/141; – The 10-year Framework on changing unsustainable patterns of consumption and production in the context of the Marrakech Process was endorsed as the basis for inter-agency collaboration; and – An inter-agency collaborative arrangement to follow up on the energy-related goals of the World Summit on Sustainable Development was established.

Issue	*Outcomes*
	HLCP will continue to monitor the implementation of inter-agency arrangements for the World Summit on Sustainable Development follow-up on behalf of CEB to ensure system-wide policy and programme coherence.
(b) Financing for development	CEB reaffirmed the United Nations system's commitment to the effective follow-up of financing for development: enhancing advocacy and advancing system-wide coherence, particularly by strengthening collective approaches to policy advice and programme delivery, at all levels, especially the country level. System-wide follow-up to Monterrey will be actively pursued in the overall context of the integrated follow-up to United Nations conferences and summits, particularly the Millennium Summit. To assist Executive Heads maintain collectively an overview of trends and developments in the implementation of the Monterrey Consensus, HLCP will undertake a data-based state-of-play analysis of developments concerning resource flows. It is being supplemented by a United Nations Development Group analysis of ongoing efforts to achieve country-level coherence. In view of the proliferation of special funds both within and outside the United Nations system, HLCP is undertaking an analysis of their implications for coherence and resource flows for development.
(c) Curbing transnational crime	CEB adopted a series of measures aimed at building an effective system-wide response to curbing transnational crime involving multi-agency reviews and assessments of the implications of organized crime in various areas of work of the United Nations system and stepped up support for efforts of Governments to combat transnational crime. Inter-agency task groups have been established to follow up on the CEB decisions in the following key areas requiring immediate attention: links between conflicts and organized crime; identification of collaborative actions against trafficking in human beings; trafficking of illicit commodities; and HIV/AIDS in prisons.
(d) Bridging the digital divide	CEB concluded that the first phase of the World Summit on the Information Society had been a success. It called on its members to help support implementation of the Plan of Action of the Geneva phase and address the challenges ahead, in particular those involving the key issues of Internet governance and funding mechanisms to bridge the digital divide. CEB also urged its members to participate actively in the preparatory process of the Tunis phase of the World Summit on the Information Society and contribute to ensuring its success. HLCP was requested to prepare a substantive, action-oriented paper to assist CEB in its deliberations on the subject of bridging the digital divide in October 2004.
(e) Preparations for the 2005 comprehensive review of the implementation of the Millennium Declaration	HLCP organized inter-agency consultations to prepare CEB's contribution to the 2005 review of the implementation of the Millennium Declaration. Three major themes: peace and security; human rights, democracy and governance; and development and protection of the environment were selected as the main focus of the system-wide review. The interrelationships among the issues will be emphasized, and special attention will be given to new and emerging issues

Issue	*Outcomes*
	in the context of recent challenges to multilateralism. The United Nations system's contribution to the 2005 review is an "accountability" report on how the United Nations system has assisted Member States in implementing the Millennium Declaration.
2. HIV/AIDS and its linkages with food security and governance	An ad hoc inter-agency task group led by the World Food Programme and the UNAIDS secretariat was established to analyse the interlinkages between HIV/AIDS, food security and governance and recommend a set of measures to meet the triple crisis. Calling for a paradigm shift, the task group developed a coherent system-wide policy and programming approach as a guide to the United Nations system in collectively addressing the triple crisis, particularly in east and southern Africa. A number of fundamental areas were identified in which a scaled-up United Nations-system response was required. The inter-agency task group put forward a set of programmatic and institutional measures which CEB endorsed for implementation by organizations in the United Nations system. Follow-up actions led by the United Nations Development Group and involving United Nations Regional Directors and United Nations country teams are now under way.
3. System-wide support for Africa's development and the New Partnership for Africa's Development	Effective and coordinated United Nations-system support for the sustainable development of Africa, particularly the New Partnership for Africa's Development remained a major priority of inter-agency coordination. In 2003 the key focus of CEB was to provide policy oversight and broad guidance to organizations of the system in support of the Partnership. Thematic clusters established in the context of the regional consultations on the New Partnership for Africa's Development were the main instruments for consolidating United Nations-system support for African development. Important activities of organizations of the system in support of the New Partnership for Africa's Development at the regional and subregional levels were carried out in such areas as science and technology, water and sanitation, transport, ICTs, and governance, peace and security. Major developments relating to the New Partnership for Africa's Development as well as United Nations-system support for the New Partnership for Africa's Development will be kept under review by HLCP.
4. Preventing armed conflicts	In the context of the follow-up to General Assembly resolution 57/337, CEB continued to actively pursue the issue of conflict prevention, putting emphasis on the need for comprehensive responses by the United Nations system that would ensure mutual reinforcement in the political/peacekeeping/peace-building and development areas of the system's work. Steady progress is being made in bringing organizations of the system together to work on conflict prevention. Multidimensional, country-based approaches to conflict prevention and post-conflict reconstruction, based on comprehensive assessments of a country's particular circumstances and needs, as in the case of Liberia, are being increasingly adopted.

Issue	*Outcomes*
5. Other issues	CEB/HLCP promoted joint actions, harmonized positions, exchanged information, or undertook system-wide initiatives on issues relating to: Education for All; Follow-up to the Second World Assembly on Ageing; work of the World Commission on the Social Dimensions of Globalization; United Nations-system activities to combat terrorism; inter-agency preparations for the 2003 High-Level Segment of the Economic and Social Council; capacity development; youth employment; and indigenous issues.

Annex II*

Examples of inter-agency cooperation in the areas of sustainable development

Coordination/collaborative arrangement	*Partnerships*	*Outcomes*
UN-Water: has a forward-looking and implementation-oriented approach and is charged with an important series of mandates both from the General Assembly and the Commission on Sustainable Development	FAO, World Bank, UNESCO, WHO, WMO, UNIDO, IAEA, UNDP, UNEP, UNICEF, UNHCR, UN-Habitat, UNU/INWEH, Department of Economic and Social Affairs of the United Nations Secretariat, ECA, ECE, ECLAC, ESCAP, ESCWA, ISDR, United Nations Conventions, CBD, FCCC	Prepared Secretary-General reports on water for the twelfth and thirteenth session of the Commission on Sustainable Development; production of World Water Development Report; partnerships on water with different stakeholders; coordination of activities for International Year of Freshwater; Inter-agency Task Force on Gender and Water
GEMS/Water: is a multifaceted water science programme oriented towards knowledge development on freshwater quality issues throughout the world. Major activities include monitoring, assessment and capacity-building	FAO, UNESCO, WHO, World Bank, WMO, IAEA, UNDP, UNEP	GEMS/Water develops and maintains a global freshwater quality information system with a series of national and international partners
Global International Waters Assessment (GIWA)	World Bank, UNDP, UNEP, GEF and GESAMP	Development of a GIWA network and an assessment protocol; gathering and analysis of information for applying the GIWA Assessment Protocol at the subregional level; analysis of scenario development and policy options; preparation and dissemination of the global and regional GIWA products, such as reports, reviews, databases, etc., that are easily comprehensible to various sectors of society
Water and Sanitation in the World Cities Report	WHO, World Bank, UNICEF, UNEP, UN-Habitat, WSP, IIED, WSSCC, Governments of Japan and Sweden	First edition launched at World Water Forum, in Japan in March 2003

* The abbreviations are spelled out in full at the end of the annex.

Coordination/collaborative arrangement	*Partnerships*	*Outcomes*
Water for African Cities Programme (WAC)	World Bank, UNDP/UNU, UNEP, UN-Habitat, UNFIP, WSSCC, WUP, Governments of Sweden, the Netherlands, Germany, Finland	Assessment and development of strategies/generic tools for WDM and pollution control of water resources. Documentation of best practices and development of information kit. Training workshops and building on capacity of regional resource centres. Media campaigns
Water for Asian Cities Programme (WAsC)	UN-Habitat, Asian Development Bank, Government of the Netherlands	Develop monitoring and assessment tools. Capacity-building through Asian Ministerial Forum, development of media strategy, public awareness campaigns and training programme. Generic tool kits for integrated water and sanitation management. Pro-poor governance framework, investment proposals and secure investment funding
Pro-poor urban water governance	UN-Habitat, WSP, BNWP, GWP, WBI, L'Alliance Maghreb Machrek pour l'Eau	Develop a methodology to assess governance regimes in urban water supply and sanitation sector. To develop tool kits for national and local government policy makers to improve urban water management for cities
Joint Monitoring Programme for Water Supply and Sanitation	UNEP, UN-Habitat, WSSCC, WSP, DFID, IWA	Global mobilization of resources to facilitate data collection, assessment of status/coverage of water and sanitation: focusing on service user information. Preparation of baseline and monitoring methodology to ensure reliable and consistent reporting on water and sanitation statistics
WASH Campaign — Water Supply Sanitation Collaborative Council (WSSCC)	WHO, UNICEF, UN-Habitat, WSSCC	The Campaign raises awareness of sanitation and hygiene through the commitment of political, social and opinion leaders around the world. The Campaign has adopted various approaches to achieve this: community mobilization, promotion of people-centred approaches, building partnerships, promoting management and institutional reform, collecting scientific information and sharing experiences, working with the media
Global Network on Energy for Sustainable Development (GNESD)	World Bank, UNIDO, UNDP, UNEP, Department of Economic and Social Affairs of the United Nations Secretariat	Institution-building such as centres of excellence and network partners: building knowledge and sharing lessons learned, improving capabilities (capacity development on multiple levels), facilitating development of new approaches and projects, and generating new knowledge (through structuring energy policy research projects)

Coordination/collaborative arrangement	*Partnerships*	*Outcomes*
Clean Fuels and Vehicles Partnership	World Bank, WHO-PAHO, UNEP, ADB, Department of Economic and Social Affairs of the United Nations Secretariat	Activities are aimed at building capacities, improving availability and accessibility of technical information, setting up a network of experts from automobile, oil and technology industries to advise on refinery reformulation, technical progress in the vehicle and fuel sectors, costs and means of financing as well as promoting the raising of vehicular standards and encouraging more effective inspection and maintenance programmes
Indicators for Sustainable Energy Development (ISED) Partnership	IAEA, IEA, Department of Economic and Social Affairs of the United Nations Secretariat Division for Sustainable Development and Statistics Division, Eurostat, ECE, European Environment Agency (EEA), Latin American Energy Organization (OLADE), Italian Environmental Agency (APAT), Southwest Energy Efficiency Project (SWEEP) United States of America, Center for Energy Environment Research and Development (CEERD) Thailand, Brazil, Cuba, Lithuania, Mexico, Russian Federation, Slovak Republic	(1) ISED, (2) activities to promote inclusion of ISED in national and regional databases, and (3) to facilitate energy analyses and energy policy formulation. Inter-agency workshops
Country Profiles on Sustainable Energy Development Partnership	IAEA; Department of Economic and Social Affairs of the United Nations Secretariat; ECLAC; Centre for Biomass (CENBIO), University of Sao Paolo; Graduate School of Engineering (COPPE), Federal University of Rio de Janeiro; Ministry of Environment, State of Sao Paolo; Brazilian Ministry of Mines and Energy; Brazilian Ministry of Science and Technology; Electrobas; SWEEP (United States of America); OLADE; World Energy Council member committee in Brazil	(1) Data collection, training, ISED implementation and comprehensive analysis of energy sectors to develop, (2) country profiles on sustainable energy development for selected countries, and (3) continuing capabilities for updating and using the profiles in sustainable development

Coordination/collaborative arrangement	*Partnerships*	*Outcomes*
UN Atlas on the Oceans	FAO, UNESCO/IOC, WMO, IMO, IAEA, UNEP, CBD	UN Atlas was launched in June 2002 after more than two years of preparatory work. The CD-ROM is under preparation with continuous updating and expansion of topics
Implementation of the Global Programme of Action for the protection of the Marine Environment from land-based activities (GPA)	GPA provides for implementation through partnerships, including through its clearing-house nodes, i.e., nutrients and sediment mobilization (FAO), sewage (WHO), oils and litter (IMO), radioactive substances (IAEA), POPs, heavy metals and physical alterations (UNEP)	Inputs to reports submitted to the first intergovernmental review of the GPA in Montreal in November 2001, and other UNEP meetings; support to GPA clearing-house mechanism
Joint Group of Experts on the Scientific Aspects of Marine Environmental Protection (GESAMP)	FAO, UNESCO/IOC, WHO, WMO, IMO, IAEA, UNEP, United Nations	Assessment of the potential effects of marine pollutants; scientific bases for research and monitoring programmes; international exchange of scientific information relevant to the assessment and control of marine pollution; scientific principles for the control and management of marine pollution sources; and scientific bases and criteria relating to legal instruments and other measures for the prevention, control or abatement of marine environmental degradation
Global Oceans Observing System (GOOS)	UNESCO/IOC, WMO, UNEP and the ISCU	GOOS provides accurate descriptions of the present state of the oceans, including living resources; continuous forecasts of the future conditions of the sea for as far ahead as possible; and the basis for forecasts of climate change
Global Marine Assessment	FAO, UNESCO/IOC, WHO, WMO, IMO, IAEA, UNEP, CBD (as identified in General Assembly resolution 57/141), United Nations Secretariat Office for Ocean Affairs and the Law of the Sea	Report to General Assembly at its fifty-eighth session, which will prepare a detailed plan for the GMA for consideration by an intergovernmental meeting that would define the role of the scientific community and the possible contributions of non-governmental organizations

Coordination/collaborative arrangement	*Partnerships*	*Outcomes*
Inter-agency cooperation on 10-year framework on sustainable consumption and production	ILO, UNIDO, UNCTAD, UNDP, UNEP, UN-Habitat, Department of Economic and Social Affairs of the United Nations Secretariat and Basel Convention Secretariat but open to United Nations system organizations	International and regional expert meetings on sustainable consumption and production patterns, e.g., International Expert Meeting in Marrakech, Morocco (16-19 June 2003) preceded by regional meetings on the 10-year framework in Latin America and the Asia-Pacific regions Informal task forces and round tables on specific issues, web site for information and experience sharing, network building, and dissemination of best practices

Abbreviations:

BNWP	Bank-Netherlands Water Partnership
CBD	Convention on Biological Diversity
DfID	Department for International Development of the UK Government
Electrobas	Brazilian State-owned energy company
FCCC	Framework Convention on Climate Change
GEF	Global Environment Facility
GEMS	Global Environment Monitoring System
GESAMP	Group of Experts on the Scientific Aspects of Marine Environmental Protection
GWP	Global Water Partnership
IIED	International Institute for Environment and Development
IOC	Intergovernmental Oceanographic Commission
ISCU	International Council for Science
ISDR	International Strategy for Disaster Reduction
IWA	International Water Association
OLADE	Latin American Energy Organization
POPs	persistent organic pollutants
SWEEP	Southwest Energy Efficiency Project (United States of America)
UNFIP	United Nations Fund for International Partnerships
UNU/INWEH	United Nations University/International Network on Water, Environment and Health
WBI	World Bank Institute's Water Programme
WSP	Water and Sanitation Programme
WUP	Water Utility Partnership